

**HUBUNGAN ANTARA KOMUNIKASI PEGAWAI-
SUBORDINAT DAN KUALITI JALINAN HUBUNGAN SERTA
TEKANAN KERJA DI JABATAN PENJARA MALAYSIA**

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Kebenaran Merujuk Tesis

Tesis ini dikemukakan sebagai memenuhi keperluan pengijazahan program Doktor Falsafah (Komunikasi) Universiti Utara Malaysia. Saya bersetuju membenarkan pihak perpustakaan Universiti mempamerkannya sebagai rujukan. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik adalah dibolehkan dengan kebenaran penyelia tesis atau Dekan Awang Had Salleh Graduate School of Arts and Sciences (UUM CAS). Sebarang bentuk salinan dan cetakan bagi tujuan-tujuan komersial dan membuat keuntungan adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penulis dan pihak Universiti Utara Malaysia perlulah dinyatakan jika sebarang bentuk rujukan dibuat ke atas tesis ini.

Kebenaran untuk menyalin atau menggunakan tesis ini sama ada keseluruhan atau sebahagian daripadanya hendaklah dipohon melalui:

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Abstrak

Kajian lepas menunjukkan terdapat perkaitan antara komunikasi pegawai-subordinat dengan kualiti jalinan hubungan, tekanan kerja dan kepuasan komunikasi. Namun demikian, kajian-kajian yang berkait dengan kualiti jalinan hubungan dan tekanan kerja kebanyakannya dilakukan di negara Barat dan kurang dijalankan di Malaysia. Selain itu, beberapa isu berkaitan aspek demografi seperti gender tidak disentuh dalam kajian terdahulu. Kajian ini bertujuan meneliti hubungan antara komunikasi pegawai-subordinat, kualiti jalinan hubungan, tekanan kerja, dan sejauh mana kepuasan komunikasi berperanan sebagai moderator dalam hubungan antara pemboleh ubah tersebut di Jabatan Penjara Malaysia. Kajian ini juga bertujuan mengenal pasti sama ada wujudnya perbezaan dari segi faktor-faktor demografi bagi pemboleh ubah-pemboleh ubah yang dikaji. Kajian ini menggunakan kaedah kuantitatif dan data dikumpulkan melalui pengedaran soal selidik. Seramai 447 orang responden dari lapan buah institusi penjara yang terdiri daripada pegawai penjara berpangkat Wader Penjara hingga Penguasa Penjara telah dipilih menerusi teknik persampelan rawak berstrata. Analisis statistik Ujian-t, Analisis Varians (ANOVA) Sehala dan Pearson Product-Moment Correlation Coefficient (r) digunakan untuk menguji hipotesis yang dibentuk. Manakala bagi menguji peranan pemboleh ubah moderator dan kesesuaian model kajian, analisis Model Persamaan Struktural digunakan. Dapatan kajian menunjukkan terdapat hubungan positif dan signifikan antara komunikasi pegawai-subordinat, kualiti jalinan hubungan dan kepuasan komunikasi. Hasil kajian juga menunjukkan bahawa tidak terdapat hubungan antara komunikasi pegawai-subordinat, kualiti jalinan hubungan, kepuasan komunikasi dengan tekanan kerja. Selain itu, terdapat perbezaan dari segi komunikasi pegawai-subordinat, kualiti jalinan hubungan, tekanan kerja dan kepuasan komunikasi mengikut aspek demografi. Berdasarkan kajian ini, beberapa implikasi dan cadangan daripada penemuan telah dikemukakan sebagai usaha ke arah meningkatkan komunikasi pegawai-subordinat di Jabatan Penjara Malaysia. Misalnya dengan meningkatkan aktiviti komunikasi kepenyeliaan melalui sikap keterbukaan pegawai dan cadangan untuk mengadakan kajian lanjutan melibatkan perbandingan di antara organisasi beruniform dengan bukan beruniform.

Kata kunci: Kepuasan komunikasi, Komunikasi superior-subordinat, Tekanan kerja, Kualiti hubungan

Abstract

Past research shows that there is an association between superior-subordinate communication with relationship quality, work stress and communication satisfaction. However, studies that are related to relationship quality and work stress are mostly done in Western countries and less carried out in Malaysia. Apart from that, several issues related to demographic aspect such as gender was not addressed in the previous studies. This study intended to examine the relationship between the superior-subordinate communication, relationship quality, work stress, and communication satisfaction as moderator in the relationship between these variables in the Prisons Department of Malaysia. In addition, this study aimed to identify the differences between variables based on demographic factors. This study employed the quantitative methodology and the data was collected through the distribution of questionnaires. A total of 447 respondents from eight correctional institutions comprising officers to the rank of Prison Superintendents to Prison Warders were selected using stratified random sampling technique. Statistical analysis techniques such as Pearson Product-Moment Correlation Coefficient (r), t-test, Analysis of Variance (ANOVA) and Structural Equation Modelling (SEM) were used to test the hypotheses. The results showed positive and significant relationship between superior-subordinate communication, relationship quality and communication satisfaction. The study also revealed that there was no relationship between superior-subordinate communication, relationship quality, communication satisfaction and work stress. Furthermore, there are differences in superior-subordinate communication, the relationship quality, work stress and communication satisfaction according to demographic criteria. Some implications and recommendations based on the findings of the study were presented in an effort to improve the superior-subordinate communication in the Prisons Department of Malaysia. For instance, to increase the supervisory communication activities through officers' openness and recommendations for further research to make comparison between uniformed and non-uniformed organization.

Keywords: Communication satisfaction, Superior-subordinate communication, Work stress, Relationship quality

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Senarai Singkatan Perkataan

ANOVA	<i>Analysis of Variance</i>
<i>t-test</i>	Ujian- <i>t</i>
SPSS	<i>Statistical Package for Social Sciences</i>
LMX	<i>Leader-Member Exchange</i>
COMSAT	<i>Communication Satisfaction</i>
SEM	<i>Structural Equation Modeling</i>
AMOS	<i>Analysis of Moment Structures software</i>

BAB SATU

PENDAHULUAN

1.1 Pengenalan

Kepentingan komunikasi dalam hidup manusia sememangnya tidak dapat dinafikan lagi. Bidang komunikasi menjadi makin penting kerana pada masa kini kebanyakan orang menerima hakikat yang kita tidak boleh hidup tanpa komunikasi. Komunikasi merupakan suatu perkara asas seperti mana keperluan kita untuk makanan, tempat tinggal dan pakaian, begitu jugalah pentingnya komunikasi kepada manusia. Ini adalah kerana manusia tidak dapat memenuhi keperluan-keperluan lain seperti makanan, pakaian mahupun tempat tinggal jika mereka tidak boleh berkomunikasi (Saodah, Narimah & Mohd. Yusof, 2006). Kepentingan komunikasi sebenarnya telah dimulakan sejak awal lagi sepertimana yang dinyatakan oleh Barnard (1938) di dalam teori organisasi di mana komunikasi memainkan peranan sebagai pusat yang menyatukan teknik-teknik komunikasi dengan segala struktur, pengembangan dan skop organisasi (Frank & Brownell, 1989). Begitu juga seperti mana yang telah dinyatakan oleh Rogers dan Rogers (1976), komunikasi merupakan sumber kehidupan yang meliputi seluruh kegiatan dalam sesebuah organisasi. Kenyataan ini disokong oleh Torrington dan Hall (1987) yang menyatakan bahawa tanpa komunikasi, sesebuah organisasi tidak akan dapat berfungsi dengan berkesan.

Dalam konteks pengurusan, kepentingan komunikasi dikatakan sebagai teras utama dalam menghidupkan operasi dan jentera pentadbiran sesebuah organisasi. Ini adalah

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